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16 November 1953

MEMORANDUM FOR: Chairman, CIA Career Service Board

SUBJECT: Report of the Panel on Career Service for Women

1. The findings, observations, and recommendations contained in the attached report represent the result of a study conducted by the Panel on Career Service for Women in an effort to answer the question: "What are the career opportunities for women in the Central Intelligence Agency?"
2. The Panel has conducted its study through three committees of members, and their reports plus two supplementary studies and a summary constitute the final report. These individual studies reflect the findings and conclusions of each committee and do not necessarily imply the unanimous agreement of the Panel members on all points.
3. In spite of the fact that one of the stimuli for the appointment of the Panel was an inquiry as to what the Director intended to do about discrimination against women in the Agency, the Panel has not placed its principal emphasis on discrimination. Women have been discriminated against in many fields of employment by many employers, including the Central Intelligence Agency. The Panel feels that opportunities for women are broadening generally and that an additional controversial document on the subject is not an appropriate vehicle for a constructive discussion as to the contributions which women may make to the mission of this Agency. Specific instances of apparent discrimination have been reported to you separately and the Panel agrees that continuing interest in identifying and correcting specific situations is a necessary ingredient of continued improvement.
4. The Panel is aware of instances of sincere interest on the part of Agency officials to consider women on an equal basis with men in terms of career possibilities. It further recognizes that the establishment of this Panel indicates an open-mindedness on the part of policy-making personnel toward the problem. However, there are areas where the Panel feels that utilization of available women has not been sufficiently exploited and where an educative job needs to

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be done. It is hoped that this report may help to increase the effectiveness of this Agency through location and use of well-qualified women for appropriate positions.

5. Attached also is a roster of names of those who contributed to this report.



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Chairman, Panel on Career
Service for Women

2 Attachments
Committee Roster (2)
Final Report (1)

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"She's our most valuable worker and I think we should pay her almost as much as the men."

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